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ABSTRACT

The Legal Assistant Task Analysis Project was undertaken to provide data related to the importance of tasks and the frequency of tasks that are, or could be, assigned to an assistant. In order to accomplish this, a task survey form was constructed and distributed to a sample of attorneys in (1) private practice, (2) companies or corporations, and (3) government positions. The form included 123 tasks arranged in nine categories: General law office work, real estate problems, estate planning and probate, commercial law, business enterprises, criminal law, domestic relations, personal injury and other trial work, and tax work. The responses (335) were then analyzed to determine the mean frequency and importance of each task, which resulted in the selection of (1) 12 essential tasks; (2) 96 nonessential, but recommended for inclusion, tasks; and (3) 15 nonessential and not recommended for inclusion tasks. The tabulated data will be utilized in the development and evaluation of the recently approved Legal Assistant Program at Lakeshore Technical Institute at Cleveland, Wisconsin, a pilot 2-year associate degree program for the State of Wisconsin Vocational, Technical and Adult Education System. The major portion of the document consists of tabulations of the survey responses, other survey materials, and the 123-item task list with the task frequency and task importance ratings. (Author/HD)

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ED 133457

FINAL REPORT

Project No., 11-015-151-226

TASK ANALYSIS FOR LEGAL ASSISTANT PROGRAM

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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Cleveland, Wisconsin

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ABSTRACT

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The Legal Assistant Task Analysis Project was undertaken to provide data related to the (1) importance of tasks and (2) frequency of tasks that are, or could be, assigned to an assistant. In order to accomplish this, a task survey form was constructed and distributed to a sample of attorneys in (1) private practice, (2) companies or corporations, and (3) government positions.

The responses were then analyzed to determine the mean frequency and importance of each task. The result was (1) 12 essential tasks; (2) 96 nonessential, but recommended for inclusion, tasks; and (3) 15 nonessential and not recommended for inclusion tasks.

The tabulated data will be utilized in the development and evaluation of the recently approved Legal Assistant Program at Lakeshore Technical Institute at Cleveland, Wisconsin. This program is a pilot two-year associate degree program for the state of Wisconsin Vocational, Technical and Adult Education System.

ACKNOWLEDGMENTS

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A number of persons were instrumental in the successful completion of this study. Many ancillary personnel, such as secretaries, duplicating personnel, computer personnel, and others too numerous to mention, were involved. Each of them was an important factor for without any one of them this project could not have been completed as efficiently as it was.

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- Atty. Edward Reiser, Assistant Dean of U.W. Law School, Madison, Wis.
- Atty. William Wick, Private Practice, Manitowoc, Wis.

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- Robert F. Boden, Dean, Marquette Law School
- Ramon A. Klitzke, Professor, Marquette Law School
- Patricia Ballman, Student, Marquette Law School
- Robert Mulcahy, Student, Marquette Law School
- John J. Sattler, Student, Marquette Law School
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- Clifford Steele, Student, Marquette Law School
- Fred Zievers, Student, Marquette Law School

INTRODUCTION

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Law school graduates will not meet the needs of legal work by 1980 according to the U.S. Department of Labor.

(By 1980) requirements for lawyers are expected to increase from approximately 270,000 to 325,000 or 24 percent. This 1.7 percent annual increase is faster than the 1.5 percent experienced over the 1960-68 period. Increased requirements for lawyers reflect the continuing expansion of business activity and an increasing population. In addition, low- and middle-income groups will use more legal services. Based on past relationships between law school graduates, numbers taking and passing bar examinations, and numbers actually entering the occupation, an average of about 20,000 law school graduates would be needed annually over the 1968-1980 period to meet projected requirements.

Regarding assistance to attorneys, the American Bar Association issued the following statements in 1968:

It is now widely recognized that one of the critical problems facing our profession law is the inadequacy of the number of lawyers to serve, in the ways they have traditionally served, the very greatly expanded requirements of a burgeoning population with expanded needs for legal services in both civil and criminal matters. Consideration of the use of technically qualified assistants by other professionals has persuaded us that the bar too needs para-professionals, and that a partial solution to the problem of availability of legal services lies in this development.

In 1969 the American Bar Association organized a special committee on Legal Assistants. This committee was formed for the purpose of encouraging and providing leadership and guidance in the training and employment of paralegals.

To date, the committee has published a half dozen studies aimed at assisting other institutions in the development of programs, nature of programs, and assist employers in locating candidates.

The committee has developed a description of the functions of a legal assistant and guidelines for educational programs.

Lakeshore Technical Institute is one of a relatively small number of institutions within the United States that has begun a legal assistant training program. The development of these programs has been in response to the need for additional personnel to assist attorneys, private businesses, and government agencies in need of legal assistance or legal aid.

The Legal Assistant Program at Lakeshore was authorized by the Wisconsin State Board of Vocational, Technical and Adult Education to begin in the fall of 1976. It began as a part-time program with course development being also carried out on the basis of rather broad information and the expertise of attorneys in specific areas of practice.

The Legal Assistant Program has enjoyed the cooperation and assistance of the Bar Association of Wisconsin, having staff personnel as well as individual members serving on the Legal Assistant Advisory Committee. They have contributed greatly to the direction and content of the program.

PROBLEM

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Due to the unique laws of each state, it is necessary that the technical courses, over and beyond the general American Bar Association guidelines, be modified to meet the needs for Wisconsin. No study had been undertaken previously that would provide the data necessary for such a modification.

The resulting model curriculum could be used as the prototype for other programs that may be authorized within the state of Wisconsin.

OBJECTIVES

1. To make an analysis of the frequency and importance of the tasks performed by personnel within the legal profession in Wisconsin between the secretarial and professional positions.
2. To determine whether there is enough demand by specialty areas in the legal profession to warrant a training program tailored to meet these special needs.

METHODOLOGY

1. Survey Instrument - The survey instrument was developed by the consultants, Dean Robert F. Boden and Professor Ramon Klitzke, of the Marquette Law School. Members of the Legal Assistant Advisory Committee reacted to the instrument. Their reactions and comments were then incorporated into the development of the final survey instrument.

The task analysis survey instrument was constructed in two parts. The first part was designed to obtain general preliminary information while the second part was designed to obtain frequency and important information related to the tasks which are presently, or could be, assigned to a trained legal assistant.

The information gathered in the first part would be used to make decisions regarding the specialty training possibilities and if responses were correlated to the area of practice of the respondent. The information requested for these determinations included:

- a. Sector of practice
- b. Specialty area of practice
- c. Number of professionals in the office
- d. Number of legal assistants employed in the office

The questions were posed with stated choices of responses. The respondent was to place a check in the blank in front of the response that best agreed with the respondent's status or feeling.

The second part of the task analysis survey form consisted of suggested tasks for which the respondent was to circle the frequency of the performance of the task and the importance assigned to the task in the performance as a legal assistant. The final form contained 123 tasks and left space for the respondent to include additional tasks.

The final form designated four choices for frequency. They were:

- a. Never
- b. Seldom
- c. Often
- d. Daily

These choices seemed sufficient to meet almost all task situations in the average legal office.

Four levels of importance choices were also available to the respondents. These were:

- a. None
- b. Low
- c. Medium
- d. Essential

These choices seemed to also correlate with the feelings of the respondents quite readily.

The tasks were listed in nine categories which represented the major areas of responsibilities of an assistant. The survey form was organized in this way to make it easier for the respondent to complete. This arrangement should also make it easier for the curriculum developers and others interested in analyzing the data.

The nine categories are:

- a. General law office work
- b. Real estate problems
- c. Estate planning and probate
- d. Commercial law
- e. Business enterprises
- f. Criminal law
- g. Domestic relations
- h. Personal injury and other trial work
- i. Tax work

(See Appendix A for a copy of the final survey instrument.)

2. Sample - The sample was selected from attorneys within the state of Wisconsin. The selection was done on a random basis according to county size. The groups of counties were:

0-40,000 Population

Ashland
Barron
Buffalo
Crawford
Lincoln
Marinette
Marquette
Peppin
Rusk
Waushara

40,001-100,000 Population

Columbia
Eau Claire
Fond du Lac
Grant
Jefferson
La Crosse
Manitowoc
Portage
Walworth
Washington

100,001-200,000 Population200,001-300,000 Population

Brown
Kenosha
Marathon
Outagamie
Racine
Rock
Winnebago

Waukesha

300,001-400,000 PopulationOver 400,000 Population

Dane

Milwaukee

One hundred fifty attorneys, including county office holders, were selected from each of the groups, except Milwaukee. The names were obtained from the 1974-75 Wisconsin Legal Directory. The location of the attorney's practice or office, rather than the residence, was used in determining in which county the attorney was to be included. A separate sampling procedure was used in Milwaukee County because of the extreme difference in population between it and any of the others. The attorneys selected were selected from the most recent Metropolitan Telephone Directory.

One would readily observe that no legal assistants have been included in the survey. The reason for this decision is that no directory exists for this category. It would have been an almost impossible task to obtain the names of such persons even though it is common knowledge that persons employed in the position exist in Wisconsin.

3. Administration of the Survey Instrument - The survey instrument was distributed to members of the sample in counties other than Milwaukee through the mail. The instrument was distributed in Milwaukee County by Marquette Law School students.

The survey instrument was accompanied by a letter, signed by Dean Boden of the Marquette Law School, which explained the instrument and the importance of the information, and a postage-paid return envelope. (See Appendix B for a copy.)

After three weeks had elapsed, telephone calls were made to a mini-sample of 80 nonrespondent attorneys to determine the reasons for nonreturn. A number of reasons for nonreturn were given:

	<u>Response</u>	<u>Percent</u>
a. Hadn't received one or misplaced form	15	19
b. Sent in recently	6	8
c. No experience with legal assistant or not applicable to the respondent's office	14	18
d. Will send in form shortly	11	14
e. Changed address	3	4
f. Didn't know how to respond; couldn't interpret form	2	3
g. No answer or disconnected phone	13	16
h. Too busy to complete form; form too long	16	20

The students distributing the forms in Milwaukee County explained the purpose of the form, left the form for the respondent to complete, and returned to obtain the completed form. The respondent was asked if he/she would complete the form before the student left; and if the answer was "no," the survey instrument was not left. Because of this, most of the forms distributed were completed.

RESPONSES

Three hundred thirty-five usable responses were returned and analyzed. One hundred eighty-six of these were from Milwaukee County. The total represents approximately five percent of the membership of the Bar Association of Wisconsin.

ANALYSIS AND IMPLICATIONS OF DATA

The data was analyzed in a number of ways in order to provide the information necessary to complete the objectives of the project. A number of tabulations are included here with possible implications of such information. These are presented in the same order as they appear in the task analysis survey form. (See Appendix C and Appendix D.)

1. Indicate the sector.

Private practice	71	%
Company or corporation	7	%
Government	22	%

This indicates that the great majority of attorneys within the state of Wisconsin are involved in private practice. The needs of this group should be weighted heavily when developing the curriculum as this will provide the bulk of the employment opportunities.

2. Indicate the specialty area.

Private practice	69.8%
Company or corporation	6 %
Judicial branch	4.5%
Registrar of deeds	2.7%
Registrar in probate	2.4%
Clerk of court	0.5%
Clerk for judge	0.3%
Corporation counsel	1.8%
Family court commissions	1.2%
District attorney	5.7%
Regulatory agency	0.9%

This portion was included to determine the need for specialization in training for positions in government. It, however, will not influence the direction because of the low percentages in any government category.

3. How many professionals are there in the office?

One	24.8%
2-5	49.6%
6-10	10.7%
More than 10	9.9%

Three-fourths of the responses were from persons in offices having more than one attorney. The legal assistant job opportunities are also going to be more available in this type of arrangement.

4. How many legal assistants are there in the office?

None	48.1%
One	26.6%
2-3	14.0%
4-5	2.4%
More than 5	4.5%

Slightly more than 50 percent of the respondents are presently employing legal assistants and therefore responded from their experience. This makes the results more reliable than if all had completed the form on the basis of supposition only.

Task analysis results end up as a series of numbers which are in themselves worth very little to the curriculum persons and instructors involved. In order that the numbers have value and the efforts of obtaining this data be justified, decision points must be set. Decision points are points that define parameters of categories. In this study, the categories decided upon were: (1) essential task; must be included for inclusion, (2) nonessential task; recommended for inclusion, and (3) task can be eliminated without being detrimental to the program; may be nice to know.

The decision points in this study were defined using the mean of the importance as the criteria. The decision points were set as presented below. Following these is a listing of the tasks under each of these categories:

Category	Decision Point(s)
1. Essential tasks; must be included	3.00 and above
2. Nonessential task; recommended for inclusion	2.20-2.99
3. Task that can be eliminated	below 2.20

The following has been based on the importance data given in Appendix D.

Essential Task Must Be Included	Essential Task Must Be Included
1	44
5	48
6	71
36	72
37	84
38	113

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Total - 12 tasks

Nonessential Tasks
Recommended for Inclusion

2- 4
7-11
13-24
27
28
30-35
39
41-43
45-47
49
50
54-58

Nonessential Tasks
Recommended for Inclusion

60
61
64- 70
73- 83
85
87
89
90
92- 94
96-112
114-123

Total = 96 tasks

Nonessential Tasks
Not Recommended for Inclusion

12
25
26
29
40
51-53
59

Nonessential Tasks
Not Recommended for Inclusion

62
63
86
88
91
95

Total = 15 tasks

Included in the appendix are pages containing tables of means included so that a person might determine if there was a significant difference between the groups of respondents. In general, a difference greater than 0.3 is significant.

There are a number of tasks for which the responses from the different groups are significantly different. This indicates that a different set of tasks should be used if assistants were to be trained for each group. At the present time, this will not be feasible because of the nature of the program. However, this decision will have to be reevaluated as the program expands.

LIMITATIONS

The primary limitation in this study was the small number of responses in proportion to the total number of attorneys in Wisconsin. Another related concern was the low response number from the attorneys in the counties with a population between 200,000 and 400,000.

A possible limitation that could be included is that of the respondents only being employers (or similar capacity). The relative recency of the position and the reluctance of the attorneys to give up part of their work to others, particularly nonlawyers, may have resulted in a biasing of the responses toward a lower value.

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Appendix L	Means of Task Importance by Number of Legal Assistants in the Office

Appendix A

LEGAL ASSISTANT

TASK ANALYSIS

Please answer the following questions concerning the employer, or potential employer, by inserting a check mark in the appropriate space.

Indicate the sector:

1. ☐ private practice
2. ☐ company or corporation
3. ☐ government

Indicate the specialty area:

4. ☐ in private practice
5. ☐ in a company or corporation
6. ☐ in the judicial branch (county, state)
7. ☐ in Registrar of Deeds office
8. ☐ in Registrar in Probate's office
9. ☐ in Clerk of court's office
10. ☐ in clerk for a judge's office
11. ☐ in the Corporation Counsel's office
12. ☐ in the Family Court Commissioner's office
13. ☐ in the District Attorney's office
14. ☐ in a regulatory agency's office

Indicate the type of position held or held by the employer:

15. ☐ judge
16. ☐ clerk
17. ☐ secretary
18. ☐ other

How many legal assistants are employed by the employer?

19. ☐ none
20. ☐ one
21. ☐ two
22. ☐ three
23. ☐ four or more

LEGAL ASSISTANTS

JOB ANALYSIS

Purpose: to identify tasks related to the work of the paralegal assistant and to identify tasks potentially a part of legal assistant work in the future. It is assumed the legal assistant will work only under the direct or indirect supervision of a licensed lawyer.

Directions: Circle the appropriate number for each of the items in each section for both the task frequency and task importance. At the end of questionnaire there are blank spaces for listing additional tasks. Omit a section if you do not practice in that area of law.

Complete the form even if you do not employ a legal assistant as your answers will indicate your opinion as to how legal assistants should be used by attorneys.

Task Number	Task Performed by the Legal Assistant	Task Frequency				Task Importance			
		Never	Seldom	Sometimes	Often	None	Low	Medium	Essential
1	<u>General Legal Tasks</u>								
A	<u>Research</u>								
1	Research on legal and non-legal subjects for attorneys	1	2	3	4	1	2	3	4
2	Research on legal and non-legal subjects for clients	1	2	3	4	1	2	3	4
3	Applying research to legal problems for attorneys	1	2	3	4	1	2	3	4
B	<u>Legal Drafting</u>								
4	Preparing legal documents	1	2	3	4	1	2	3	4
5	Preparing legal documents for clients	1	2	3	4	1	2	3	4
6	Preparing legal documents for courts	1	2	3	4	1	2	3	4

	Task Frequency				Task Importance			
	Never	Seldom	Often	Daily	None	Low	Medium	Essential
C. <u>Interviewing</u>								
7. Interviewing clients	1	2	3	4	1	2	3	4
8. Attendance at attorney's interviews of clients	1	2	3	4	1	2	3	4
9. Consulting with attorney in other firms	1	2	3	4	1	2	3	4
10. Consulting with other staffs	1	2	3	4	1	2	3	4

D. Law Library

11. General supervision of law library	1	2	3	4	1	2	3	4
12. Choosing titles to be ordered	1	2	3	4	1	2	3	4
13. Updating the law library	1	2	3	4	1	2	3	4
14. Filing pocket parts and library accession dates	1	2	3	4	1	2	3	4

II. Real Estate Problems

A. Real Estate Sales

15. Clients - initial contact	1	2	3	4	1	2	3	4
16. Gathering information for offer to purchase	1	2	3	4	1	2	3	4
17. Drafting Offer to Purchase	1	2	3	4	1	2	3	4
18. Ordering Title Policy	1	2	3	4	1	2	3	4
19. Obtaining Real Estate Tax Record	1	2	3	4	1	2	3	4
20. Obtaining Close-out Letter for Mortgage	1	2	3	4	1	2	3	4
21. Drafting Closing Statement	1	2	3	4	1	2	3	4
22. Drafting Deeds	1	2	3	4	1	2	3	4
23. Drafting Mortgage	1	2	3	4	1	2	3	4

	Task Frequency				Task Importance			
	Never	Seldom	Often	Daily	None	Low	Medium	Essential
24. Drafting other real estate documents	1	2	3	4	1	2	3	4
25. Attendance at closing	1	2	3	4	1	2	3	4
26. Conducting closing	1	2	3	4	1	2	3	4

B. Leases

27. Negotiations With tenants or landlords	1	2	3	4	1	2	3	4
28. Drafting Leases	1	2	3	4	1	2	3	4
29. Lease renewal negotiations	1	2	3	4	1	2	3	4

III. Estate Planning and Probate

A. Wills

30. Clients' initial interview	1	2	3	4	1	2	3	4
31. Gathering information about assets, insurance, etc.	1	2	3	4	1	2	3	4
32. Drafting wills	1	2	3	4	1	2	3	4
33. Drafting trust documents	1	2	3	4	1	2	3	4
34. Drafting other estate planning documents	1	2	3	4	1	2	3	4

B. Decedents' Estates

35. Clients' initial interview	1	2	3	4	1	2	3	4
36. Gathering information about estate assets and heirs	1	2	3	4	1	2	3	4
37. Drafting documents for filing with courts	1	2	3	4	1	2	3	4
38. Preparing file working papers	1	2	3	4	1	2	3	4
39. Consulting with Register in Probate	1	2	3	4	1	2	3	4

Task
Frequency Task
Importance

Never Seldom Often Daily None Low Medium Essential

40. Conducting court hearings	1	2	3	4	1	2	3	4
41. Attendance at court hearings	1	2	3	4	1	2	3	4
42. Docket control	1	2	3	4	1	2	3	4

IV. Commercial Law

43. Clients - initial interview	1	2	3	4	1	2	3	4
44. Gathering information	1	2	3	4	1	2	3	4
45. Preparing demand letters	1	2	3	4	1	2	3	4
46. Collections - debtor contacts by telephone	1	2	3	4	1	2	3	4
47. Preparing litigation documents	1	2	3	4	1	2	3	4
48. Docket control	1	2	3	4	1	2	3	4
Search - Times Control								
49. Interviewing witnesses	1	2	3	4	1	2	3	4
50. Interviewing clients	1	2	3	4	1	2	3	4
51. Interviewing witnesses and conducting trial	1	2	3	4	1	2	3	4
Other Court								
52. Preparing documents	1	2	3	4	1	2	3	4
53. Interviewing witnesses and conducting trial	1	2	3	4	1	2	3	4

V. Business Enterprises

54. Clients - initial interview	1	2	3	4	1	2	3	4
55. Gathering information	1	2	3	4	1	2	3	4

A. Sole Proprietorships

56. Licenses, permits, governmental relations	1	2	3	4	1	2	3	4
57. Accounting and tax advice	1	2	3	4	1	2	3	4

	<u>Task Frequency</u>				<u>Task Importance</u>			
	Never	Seldom	Often	Daily	None	Low	Medium	Essential
58. Collections advice and procedures	1	2	3	4	1	2	3	4

B. Partnerships

59. Negotiations between prospective partners	1	2	3	4	1	2	3	4
60. Drafting Partnership Agreement	1	2	3	4	1	2	3	4
61. Legal advice to operating partners	1	2	3	4	1	2	3	4
62. Partnership termination advice and drafting	1	2	3	4	1	2	3	4

C. Corporations

63. Advice to promoters	1	2	3	4	1	2	3	4
64. Drafting articles of incorporation.	1	2	3	4	1	2	3	4
65. Drafting by-laws	1	2	3	4	1	2	3	4
66. Maintenance of corporate minutes	1	2	3	4	1	2	3	4
67. Maintenance of other Corporate books and records	1	2	3	4	1	2	3	4
68. Dissolution proceedings	1	2	3	4	1	2	3	4
69. Docket control	1	2	3	4	1	2	3	4

VI. Criminal Law

70. Clients - interviewing	1	2	3	4	1	2	3	4
71. Witnesses - interviewing	1	2	3	4	1	2	3	4
72. Investigation of facts	1	2	3	4	1	2	3	4
Traffic violations:								
73. Negotiations with prosecutors	1	2	3	4	1	2	3	4
74. Court appearances	1	2	3	4	1	2	3	4

Task Frequency				Task Importance			
Never	Seldom	Often	Daily	None	Low	Medium	Essential

Misdemeanors:

75. Negotiations with prosecutors	1	2	3	4	1	2	3	4
76. Trial preparation	1	2	3	4	1	2	3	4
77. Trial work	1	2	3	4	1	2	3	4

Felonies:

78. Preliminary hearings	1	2	3	4	1	2	3	4
79. Negotiations with prosecutors	1	2	3	4	1	2	3	4
80. Trial preparation	1	2	3	4	1	2	3	4
81. Assisting attorney at trial	1	2	3	4	1	2	3	4
82. Participating in trial	1	2	3	4	1	2	3	4

VII. Domestic Relations

A. Divorce

83. Clientes - interviewing	1	2	3	4	1	2	3	4
84. Other fact gathering	1	2	3	4	1	2	3	4
85. Drafting Complaint, Motions, Affidavits, etc.	1	2	3	4	1	2	3	4
86. Conducting Pretrial Hearings	1	2	3	4	1	2	3	4
87. Trial Preparation	1	2	3	4	1	2	3	4
88. Conducting Final Hearing	1	2	3	4	1	2	3	4

B. Juvenile Matters

89. Clientes - interviewing	1	2	3	4	1	2	3	4
90. Drafting Petitions, etc.	1	2	3	4	1	2	3	4
91. Conducting Court Hearings	1	2	3	4	1	2	3	4

C. Adoptions

92. Clients interviewing

Task Frequency				Task Importance			
Never	Seldom	Often	Daily	None	Low	Medium	Essential

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

93. Fact and Report Gathering

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

94. Drafting Petition, etc.

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

95. Conducting hearing

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

VIII. Personal Injury and Other Trial Work

A. Trial Work

96. Clients - interviewing

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

97. Witnesses interviewing

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

contacts with doctors and other expert witnesses

98. Fact gathering

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

99. Drafting petition

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

100. Telephone interviews

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

101. Preparing for depositions and other discovery proceedings

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

102. Preparation for and drafting pretrial motions

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

103. Preparation for pretrial conference

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

104. Preparation for trial

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

105. Assisting attorney at trial

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

106. Preparation for and drafting post trial motions

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

107. Entering the judgment

1	2	3	4	1	2	3	4
---	---	---	---	---	---	---	---

B. Appellate Work

	Task Frequency				Task Importance			
	Never	Seldom	Often	Daily	None	Low	Medium	Essential
108. Drafting notice of appeal and Bond	1	2	3	4	1	2	3	4
109. Paging the Record for appeal	1	2	3	4	1	2	3	4
110. Summarizing evidence for the appellate brief	1	2	3	4	1	2	3	4
111. Preparing the appellate brief	1	2	3	4	1	2	3	4

IX. Tax Work

112. Clients - interviewing	1	2	3	4	1	2	3	4
113. Information gathering from account books and records	1	2	3	4	1	2	3	4
114. Assisting clients in accounting methods and bookkeeping	1	2	3	4	1	2	3	4
Preparation of returns:								
115. Individual federal and state	1	2	3	4	1	2	3	4
116. Partnership returns	1	2	3	4	1	2	3	4
117. Corporate returns	1	2	3	4	1	2	3	4
118. Fiduciary returns	1	2	3	4	1	2	3	4
119. Sales tax and other	1	2	3	4	1	2	3	4
Audit procedures:								
120. Assisting clients	1	2	3	4	1	2	3	4
121. Preparation for audit interviews	1	2	3	4	1	2	3	4
122. Contact with IRS agents, etc.	1	2	3	4	1	2	3	4
123. Conducting audit interviews with agents, etc.	1	2	3	4	1	2	3	4

Task
Frequency Task
Importance

Never Seldom Often Daily None Low Medium Essential

X. Other Tasks Deemed Appropriate for Legal Assistants

124.	1	2	3	4	1	2	3	4
125.	1	2	3	4	1	2	3	4
126.	1	2	3	4	1	2	3	4
127.	1	2	3	4	1	2	3	4
128.	1	2	3	4	1	2	3	4
129.	1	2	3	4	1	2	3	4
130.	1	2	3	4	1	2	3	4



MARQUETTE UNIVERSITY

1103 WEST WISCONSIN AVENUE MILWAUKEE, WISCONSIN 53233 224-7090

LAW SCHOOL

OFFICE OF THE DEAN

April 12, 1976

Re: Legal Assistant Survey

Dear Counselor:

The accompanying survey, if you will take the short time needed to complete it, will be invaluable to us in ascertaining what use of paralegal assistants is made in this state. We are also interested in your opinion as to how paralegals should be utilized.

The Lakeshore Technical Institute in Cleveland, Wisconsin is developing a two-year program for paralegal assistants and the results of this survey, which will be published, will be used to develop the curriculum in that program.

We believe that the results of this survey will be of benefit to the Bar generally. Possible use of paralegals has great potential in this state. We will be attempting to channel legal assistant educational programs so as to provide maximum benefit to the Bar.

We thank you for your cooperation.

Sincerely,

Robert F. Boden
Dean of Law School

jk

Enclosure

P.S. Please return the survey in the enclosed self-addressed envelope by Friday, May 7, 1976.

LEGAL ASSISTANTTASK ANALYSIS

Please answer the following questions concerning the employer, or potential employer, by inserting a check mark in the appropriate space.

Indicate the sector.

1. 71.0% private practice
2. 7.0% company or corporation
3. 22.0% government

Indicate the specialty area.

4. 69.8% in private practice
5. 6.0% in a company or corporation
6. 4.5% in the judicial branch (county, state)
7. 2.7% in Registrar of Deeds office
8. 2.4% in Registrar in Probate's office
9. 0.5% in Clerk of Court's office
10. 0.3% in clerk for a judge's office
11. 1.8% in the Corporation Counsel's office
12. 1.2% in the Family Court Commissioner's office
13. 5.7% in the District Attorney's office
14. 0.9% in a regulatory agency's office

How many professionals are there in the office? (attorneys, judges, etc.)

15. 24.8% one
16. 49.6% 2 - 5
17. 10.7% 6 - 10
18. 9.9% more than 10

How many legal assistants are there in the office?

19. 48.1% none
20. 26.6% one
21. 14.0% 2 - 3
22. 2.4% 4 - 5
23. 4.5% more than 5

LEGAL ASSISTANTS

JOB ANALYSIS

Purpose:

To identify tasks usual to the work of the paralegal assistant and to identify tasks potentially a part of legal assistant work in the future. It is assumed the legal assistant will work only under the direct or indirect supervision of a licensed lawyer.

Directions:

Blacken the appropriate number for each of the items in each section for both the task frequency and task importance. At the end of questionnaire there are blank spaces for listing additional tasks. Omit a section if you do not practice in that area of law.

Complete the form even if you do not employ a legal assistant as your answers will indicate your opinion as to how legal assistants should be used by attorneys.

Task Number Task Performed
by the Legal Assistant

Task
Frequency Task Importance

Never	Seldom	Often	Daily	None	Low	Medium	Essential
1	2	3	4	1	2	3	4

I. GENERAL INFORMATION

A. Research

1. Researching law and preparing summaries of such research	2.15	3.01
2. Preparing briefs of researched cases	2.15	2.77
3. Applying research to facts of attorney's cases	2.30	2.96

B. Legal Writing

4. Composing office memoranda	2.73	2.88
5. Composing letters to clients	2.77	3.05
6. Drafting legal documents	2.55	3.10

	<u>Task Frequency</u>				<u>Task Importance</u>			
	Never 1	Seldom 2	Often 3	Daily 4	None 1	Low 2	Medium 3	Essential 4
<u>C. Interviewing</u>								
7. Interviewing clients				2.53			2.90	
8. Attendance at attorney's interviews of clients				2.37			2.52	
9. Consulting with attorneys in other firms				2.00			2.34	
10. Consulting with other staffs				2.59			2.76	
<u>D. Law Library</u>								
11. General supervision of law library				2.59			2.67	
12. Choosing titles to be ordered				1.65			2.06	
13. Updating the law library				2.15			2.49	
14. Filing pocket parts and library accession duties				2.73			2.86	

II. Real Estate Problems

A. Real Estate Sales

15. Clients - initial interviews	2.05	2.54
16. Gathering information for Offer to Purchase	2.49	2.91
17. Drafting Offer to Purchase	2.13	2.73
18. Ordering Title Policy	2.48	2.75
19. Obtaining Real Estate Tax Record	2.67	2.88
20. Obtaining Close-Out Letter for Mortgagee	2.38	2.63
21. Drafting Closing Statement	2.31	2.86
22. Drafting Deeds	2.31	2.90
23. Drafting Mortgages	2.08	2.71

	<u>Task Frequency</u>				<u>Task Importance</u>			
	Never 1	Seldom 2	Often 3	Daily 4	None 1	Low 2	Medium 3	Essential 4
24. Drafting other real estate documents		2	3	4			2.64	
25. Attendance at closing			1.83				2.17	
26. Conducting closing			1.45				2.19	
B. <u>Leases</u>								
27. Negotiations with tenants or landlords			1.50				2.31	
28. Drafting leases			1.96				2.53	
29. Lease renewal negotiations			1.66				2.18	
III. <u>Estate Planning and Probate</u>								
A. <u>Wills</u>								
30. Clients - initial interview			1.88				2.60	
31. Gathering information about assets, insurance, etc.			2.56				2.90	
32. Drafting wills			1.91				2.56	
33. Drafting trust documents			1.65				2.40	
34. Drafting other estate planning documents			1.76				2.51	
B. <u>Decedents' Estates</u>								
35. Clients - initial interview			1.95				2.69	
36. Gathering information about estate assets and heirs			2.76				3.20	
37. Drafting documents for filing with courts			2.64				3.06	
38. Preparing file working papers			2.83				3.08	
39. Consulting with Register in Probate			2.51				2.74	

Task Frequency				Task Importance			
1 Never	2 Seldom	3 Often	4 Daily	1 None	2 Low	3 Medium	4 Essential

40. Conducting court hearings	1.45	2.15
41. Attendance at court hearings	1.82	2.44
42. Docket control	2.62	2.67

IV. Commercial Law

43. Clients - initial interview	2.06	2.72
44. Gathering information	2.76	3.09
45. Preparing demand letters	2.60	2.83
46. Collections - debtor contacts by telephone	2.50	2.72
47. Preparing litigation documents	2.42	2.79
48. Docket control	2.70	3.00

Small Claims Courts:

49. Answering docket call	2.03	2.42
50. Pretrial conference	1.79	2.33
51. Trial appearance and conducting trial	1.38	2.14

Other Courts:

52. Pretrial conference	1.54	2.18
53. Trial appearance and conducting trial	1.34	2.11

V. Business Enterprises

54. Clients - initial interview	1.78	2.42
55. Gathering information	2.59	2.97

A. Sole Proprietorships

56. Licenses, permits, governmental relations	2.03	2.58
57. Accounting and tax advice	1.75	2.38

	Task Frequency				Task Importance			
	Never 1	Seldom 2	Often 3	Daily 4	None 1	Low 2	Medium 3	Essential 4
58. Collections advice and procedures		1.93				2.39		
B. <u>Partnerships</u>								
59. Negotiations between prospective partners		1.36				2.17		
60. Drafting Partnership Agreement		1.62				2.41		
61. Legal advice to operating partners		1.39				2.22		
62. Partnership termination advice and drafting		1.33				2.17		
C. <u>Corporations</u>								
63. Advice to promoters		1.34				2.16		
64. Drafting articles of incorporation.		2.11				2.65		
65. Drafting By-Laws		2.23				2.74		
66. Maintenance of Corporate Minutes		2.35				2.71		
67. Maintenance of other Corporate books and records		2.33				2.74		
68. Dissolution proceedings		1.70				2.38		
69. Docket control		2.41				2.77		
VI. <u>Criminal Law</u>								
70. Clients - interviewing		2.05				2.65		
71. Witnesses - interviewing		2.47				3.01		
72. Investigation of facts		2.62				3.10		
Traffic violations!								
73. Negotiations with prosecutors		1.67				2.25		
74. Court appearances		1.65				2.22		

	Task Frequency				Task Importance			
	1 Never	2 Seldom	3 Often	4 Daily	1 None	2 Low	3 Medium	4 Essential
Misdemeanors:								
75. Negotiations with prosecutors		1.59				2.33		
76. Trial preparation		2.20				2.76		
77. Trial work		1.56				2.31		
Felonies:								
78. Preliminary hearings		1.55				2.31		
79. Negotiations with prosecutors		1.46				2.26		
80. Trial preparation		2.17				2.77		
81. Assisting attorney at trial		2.11				2.71		
82. Participating in trial		1.52				2.70		

VII. Domestic Relations

A. Divorce

83. Clients - interviewing	2.16	2.75
84. Other fact gathering	2.70	3.10
85. Drafting Complaint, Motions, Affidavits, etc.	2.44	2.86
86. Conducting Pretrial Hearings	1.54	2.16
87. Trial Preparation	2.09	2.62
88. Conducting Final Hearing	1.37	2.16

B. Juvenile Matters

89. Clients - interviewing	1.83	2.44
90. Drafting Petitions, etc.	1.93	2.50
91. Conducting Court Hearings	1.41	2.14

C. Adoptions

	<u>Task Frequency</u>				<u>Task Importance</u>			
	1 Never	2 Seldom	3 Often	4 Daily	1 None	2 Low	3 Medium	4 Essential
92. Clients - interviewing		1.92				2.48		
93. Fact and Report Gathering		2.44				2.86		
94. Drafting Petition, etc.		2.22				2.65		
95. Conducting hearing		1.42				2.06		

VIII. Personal Injury and Other Trial Work

A. Trial Work

96. Clients - interviewing	1.99	2.71
97. Witnesses - interviewing	2.29	2.97
Contacts with doctors and other expert witnesses:		
98. Interviewing	2.04	2.69
99. Correspondence	2.45	2.89
100. Telephone contacts.	2.53	2.95
101. Preparing for depositions and other discovery proceedings	2.22	2.78
102. Preparation for and drafting pretrial motions	2.14	2.69
103. Preparation for pretrial conference.	2.11	2.68
104. Preparation for trial	2.27	2.87
105. Assisting attorney at trial	2.00	2.52
106. Preparation for and drafting post trial motions	1.96	2.46
107. Entering the judgment	2.17	2.50

	<u>Task Frequency</u>				<u>Task Importance</u>			
	Never 1	Seldom 2	Often 3	Daily 4	None 1	Low 2	Medium 3	Essential 4
B. Appellate Work								
108. Drafting notice of appeal and Bond				1.94			2.55	
109. Paging the Record for appeal				2.07			2.56	
110. Summarizing evidence for the appellate brief				1.93			2.63	
111. Preparing the appellate brief				1.71			2.70	

IX. Tax Work

112. Clients - interviewing				2.25			2.84	
113. Information gathering from account books and records				2.64			3.08	
114. Assisting clients in accounting methods and bookkeeping				2.22			2.68	
Preparation of Returns:								
115. Individual federal and state				2.56			2.97	
116. Partnership returns				2.19			2.79	
117. Corporate returns				1.96			2.70	
118. Fiduciary returns				2.21			2.83	
119. Sales tax and others				2.47			2.73	
Audit procedures:								
120. Assisting clients				1.88			2.59	
121. Preparation for audit interviews				1.94			2.58	
122. Contact with IRS agents, etc.				1.63			2.42	
123. Conducting audit interviews with agents, etc.				1.50			2.43	

	Task Frequency				Task Importance			
	1 Never	2 Seldom	3 Often	4 Daily	1 None	2 Low	3 Medium	4 Essential
<u>X. Other Tasks Deemed Appropriate for Legal Assistants</u>								
124.								
125.								
126.								
127.								
128.								
129.								
130.								

Task Frequency - Sector

Item Number	Private Practice N = 109	Company or Corporation N = 22	Government N = 73		
1	2.53	2.65	2.52		
2	2.13	2.40	2.19		
3	2.30	2.60	2.30		
4	2.72	2.95	2.71		
5	2.76	2.85	2.65		
6	2.51	2.25	2.60		
7	2.46	2.21	2.80		
8	2.43	2.05	2.22		
9	1.92	2.11	2.34		
10	2.54	2.67	2.78		
11	2.65	2.65	2.29		
12	1.66	1.90	1.47		
13	2.19	2.40	1.91		
14	2.80	2.95	2.31		
15	2.04	2.28	1.74		
16	2.57	2.58	1.65		
17	2.15	2.16	1.74		
18	2.56	2.68	1.74		
19	2.75	2.74	1.96		
20	2.44	2.42	1.74		
21	2.35	2.47	1.65		
22	2.36	2.05	1.74		
23	2.11	2.00	1.55		
24	2.24	2.20	1.61		
25	1.86	1.84	1.43		
26	1.44	1.63	1.30		
27	1.74	1.89	1.72		
28	1.77	1.74	1.68		
29	1.64	1.89	1.64		
30	1.87	2.22	1.82		
31	2.58	3.22	2.00		
32	1.94	2.00	1.64		
33	1.66	1.89	1.52		
34	1.77	2.11	1.40		
35	1.91	2.11	2.09		
36	2.80	3.44	2.44		
37	2.67	3.11	2.17		
38	2.87	3.22	2.44		
39	2.51	3.11	2.36		
40	1.42	1.67	1.65		
41	1.83	2.22	1.96		
42	2.57	3.00	2.96		
43	1.98	1.75	2.00		
44	2.82	2.94	2.26		
45	2.66	2.89	2.00		
46	2.55	2.72	2.13		
47	2.50	2.44	1.76		
48	2.75	3.06	2.14		
49	2.05	2.57	1.60		
50	1.80	2.21	1.40		
51	1.37	1.79	1.25		
52	1.53	1.57	1.60		
53	1.36	1.21	1.25		
54	1.77	1.94	1.76		
55	2.61	3.18	2.05		

Task Frequency - Sector

Item Number	Private Practice N = 109	Company or Corporation N = 22	Government N = 73		
56	2.05	2.15	1.81	—	—
57	1.76	1.85	1.60	—	—
58	1.92	2.58	1.68	—	—
59	1.34	1.69	1.32	—	—
60	1.63	1.54	1.63	—	—
61	1.38	1.62	1.32	—	—
62	1.32	1.33	1.37	—	—
63	1.35	1.29	1.32	—	—
64	2.17	2.07	1.68	—	—
65	2.28	2.27	1.74	—	—
66	2.43	2.13	1.83	—	—
67	2.39	2.06	2.00	—	—
68	1.77	1.53	1.28	—	—
69	2.44	2.64	2.00	—	—
70	1.93	2.00	2.50	—	—
71	2.45	1.83	2.59	—	—
72	2.59	2.50	2.69	—	—
73	1.63	1.67	1.88	—	—
74	1.54	1.33	2.16	—	—
75	1.52	1.50	1.97	—	—
76	2.13	1.83	2.54	—	—
77	1.48	1.50	1.92	—	—
78	1.45	1.50	2.00	—	—
79	1.42	1.50	1.68	—	—
80	2.13	2.00	2.32	—	—
81	2.04	2.17	2.42	—	—
82	1.49	1.83	1.64	—	—
83	2.19	2.13	2.00	—	—
84	2.75	2.88	2.27	—	—
85	2.49	2.25	2.09	—	—
86	1.53	1.50	1.73	—	—
87	1.13	2.25	1.86	—	—
88	1.39	1.25	1.39	—	—
89	1.81	2.00	1.89	—	—
90	1.91	2.00	2.07	—	—
91	1.39	1.14	1.62	—	—
92	1.91	1.88	1.82	—	—
93	2.49	2.38	1.95	—	—
94	2.29	2.00	1.77	—	—
95	1.46	1.13	1.29	—	—
96	2.03	1.82	1.67	—	—
97	2.54	2.58	1.86	—	—
98	2.12	2.00	1.62	—	—
99	2.53	2.36	2.05	—	—
100	2.62	2.64	1.82	—	—
101	2.31	2.07	1.81	—	—
102	2.20	2.00	1.86	—	—
103	2.17	1.92	1.90	—	—
104	2.37	2.07	1.81	—	—
105	2.05	1.92	1.76	—	—
106	2.01	1.69	1.82	—	—
107	2.24	2.15	1.71	—	—
108	1.98	1.80	1.84	—	—
109	2.11	2.09	1.88	—	—
110	1.97	2.27	1.68	—	—

Task Frequency - Sector

Item Number	Private Practice N = 109	Company or Corporation N = 22	Government N = 73		
111	1.73	2.10	1.58	—	—
112	2.29	2.18	1.68	—	—
113	2.70	2.91	1.89	—	—
114	2.24	2.36	1.79	—	—
115	2.63	2.55	1.94	—	—
116	2.22	2.18	1.82	—	—
117	2.01	1.91	1.53	—	—
118	2.25	2.09	1.76	—	—
119	2.32	2.18	1.65	—	—
120	1.92	1.82	1.53	—	—
121	1.98	1.91	1.59	—	—
122	1.66	1.55	1.59	—	—
123	1.51	1.73	1.47	—	—
124	—	—	1.60	—	—
125	—	—	2.00	—	—

Task Importance - Sector

Appendix F

Item Number	Private Practice N = 109	Company or Corporation N = 22	Government N = 73		
1	3.07	3.00	2.91	—	—
2	2.85	2.83	2.58	—	—
3	3.00	2.75	2.93	—	—
4	2.88	3.00	2.90	—	—
5	3.09	2.89	2.82	—	—
6	3.16	2.95	2.87	—	—
7	2.94	2.65	2.84	—	—
8	2.57	2.39	2.41	—	—
9	2.32	2.61	2.35	—	—
10	2.78	2.82	2.68	—	—
11	2.76	2.67	2.33	—	—
12	2.14	2.28	1.67	—	—
13	2.54	2.6	2.17	—	—
14	2.91	3.06	2.54	—	—
15	2.62	2.47	1.81	—	—
16	3.01	2.89	2.05	—	—
17	2.78	3.11	1.95	—	—
18	2.83	3.06	2.05	—	—
19	2.94	3.28	2.18	—	—
20	2.70	2.78	1.95	—	—
21	2.93	3.17	1.95	—	—
22	2.98	3.11	1.90	—	—
23	2.78	3.06	1.67	—	—
24	2.87	2.79	1.81	—	—
25	2.22	2.56	1.48	—	—
26	2.23	2.56	1.62	—	—
27	2.33	2.59	2.09	—	—
28	2.60	3.00	1.77	—	—
29	2.18	2.65	2.05	—	—
30	2.61	2.44	2.53	—	—
31	2.96	3.22	2.32	—	—
32	2.62	2.67	1.83	—	—
33	2.47	2.44	1.84	—	—
34	2.57	2.67	1.89	—	—
35	2.70	2.56	2.53	—	—
36	3.19	3.67	2.86	—	—
37	3.13	3.33	2.23	—	—
38	3.12	3.33	2.70	—	—
39	2.74	2.89	2.64	—	—
40	2.16	2.33	2.00	—	—
41	2.44	2.67	2.29	—	—
42	3.06	3.11	3.09	—	—
43	2.79	2.23	2.52	—	—
44	3.16	2.06	2.62	—	—
45	2.87	3.13	2.36	—	—
46	2.43	2.88	2.48	—	—
47	2.87	2.76	2.11	—	—
48	3.00	3.27	2.60	—	—
49	2.42	3.00	2.00	—	—
50	2.45	2.77	1.89	—	—
51	2.14	2.69	1.72	—	—
52	2.20	2.17	2.11	—	—
53	2.11	2.50	1.94	—	—
54	2.48	2.54	2.26	—	—
5	2.97	3.57	2.53	—	—

Task Importance - Sector

Item Number	Private Practice	Company or Corporation	Government		
	N = 109	N = 22	N = 73		
56	2.59	2.73	2.40	—	—
57	2.40	2.55	2.11	—	—
58	2.37	2.91	2.34	—	—
59	2.17	2.75	1.76	—	—
60	2.43	2.75	1.94	—	—
61	2.21	2.83	1.82	—	—
62	2.18	2.58	1.76	—	—
63	2.16	2.69	1.76	—	—
64	2.69	3.00	1.94	—	—
65	2.79	3.21	1.94	—	—
66	2.75	2.86	2.28	—	—
67	2.72	3.07	2.56	—	—
68	2.40	2.79	1.76	—	—
69	2.81	2.85	2.29	—	—
70	2.62	2.00	2.86	—	—
71	3.04	2.00	3.03	—	—
72	3.12	2.20	3.11	—	—
73	2.23	2.20	2.33	—	—
74	2.13	2.50	2.56	—	—
75	2.28	2.67	2.47	—	—
76	2.72	2.83	2.89	—	—
77	2.27	2.83	2.41	—	—
78	2.26	2.33	2.53	—	—
79	2.31	2.67	1.90	—	—
80	2.76	2.83	2.75	—	—
81	2.72	2.83	2.60	—	—
82	2.19	2.83	2.11	—	—
83	2.79	2.75	2.30	—	—
84	3.20	2.88	2.43	—	—
85	2.93	2.88	2.24	—	—
86	2.21	2.13	1.81	—	—
87	2.72	2.75	1.84	—	—
88	2.23	2.13	1.64	—	—
89	2.46	2.57	2.30	—	—
90	2.56	2.86	2.12	—	—
91	2.17	2.43	1.96	—	—
92	2.52	2.63	2.10	—	—
93	2.95	3.00	2.14	—	—
94	2.73	2.75	2.00	—	—
95	2.16	2.00	1.45	—	—
96	2.78	2.80	2.24	—	—
97	3.08	2.91	2.24	—	—
98	2.80	2.36	2.20	—	—
99	2.99	2.00	2.11	—	—
100	3.07	2.92	2.10	—	—
101	2.89	2.54	2.11	—	—
102	2.77	2.55	2.22	—	—
103	2.77	2.36	2.16	—	—
104	2.98	3.00	2.11	—	—
105	2.65	2.36	1.68	—	—
106	2.53	2.18	2.11	—	—
107	2.65	2.09	1.67	—	—
108	2.60	2.38	2.32	—	—
109	2.57	2.82	2.36	—	—
110	2.72	2.89	2.20	—	—

Task Importance - Sector

Item Number	Private Practice N = 109	Company or Corporation N = 22	Government N = 73		
111	2.78	2.88	2.35	—	—
112	2.90	2.44	2.08	—	—
113	3.15	2.89	2.29	—	—
114	2.72	2.56	2.07	—	—
115	3.04	3.00	2.13	—	—
116	3.01	3.00	2.00	—	—
117	2.78	3.30	1.67	—	—
118	2.92	2.90	1.87	—	—
119	2.79	2.80	1.67	—	—
120	2.68	2.50	2.00	—	—
121	2.73	2.60	2.00	—	—
122	2.50	2.40	1.93	—	—
123	2.51	2.60	1.93	—	—
124	—	—	2.00	—	—
125	—	—	—	—	—

Task Frequency - County Size

Appendix G

Item Number	0 - 200,000 Population N = 139	200,001 - 400,000 Population N = 10	Over 400,000 Population N = 186		
1	2.21	2.38	2.74		
2	1.86	2.00	2.33		
3	2.09	2.13	2.46		
4	2.69	2.40	2.78		
5	3.00	2.90	2.60		
6	2.84	2.50	2.33		
7	2.73	2.70	2.37		
8	2.27	2.56	2.44		
9	2.02	2.22	1.97		
10	2.61	2.40	2.59		
11	2.53	3.00	2.62		
12	1.71	1.50	1.61		
13	2.05	2.43	2.21		
14	2.77	3.00	2.69		
15	2.13	2.00	1.99		
16	2.46	2.38	2.52		
17	2.24	2.75	2.01		
18	2.19	3.13	2.67		
19	2.56	3.13	2.73		
20	2.26	3.13	2.43		
21	2.41	3.00	2.20		
22	2.51	3.13	2.12		
23	2.35	2.88	1.84		
24	2.25	2.38	2.14		
25	1.85	1.75	1.82		
26	1.47	1.63	1.42		
27	1.66	2.25	1.80		
28	2.02	2.57	1.88		
29	1.63	1.71	1.68		
30	1.79	1.50	1.96		
31	2.46	2.38	2.64		
32	1.86	2.63	1.91		
33	1.55	2.13	1.69		
34	1.65	2.29	1.81		
35	2.09	2.13	1.84		
36	2.89	1.75	2.71		
37	2.78	2.88	2.52		
38	2.95	3.13	2.73		
39	2.78	2.75	2.30		
40	1.47	1.38	1.44		
41	1.73	1.13	1.93		
42	2.84	2.88	2.45		
43	2.04	2.43	2.05		
44	2.60	3.17	2.86		
45	2.59	3.43	2.56		
46	2.38	3.00	2.57		
47	2.49	3.29	2.32		
48	2.82	2.86	2.61		
49	1.82	2.13	2.18		
50	1.58	1.25	1.97		
51	1.33	1.38	1.42		
52	1.33	1.71	1.68		
53	1.27	1.71	1.37		
54	1.64	2.29	1.85		
55	2.42	2.57	2.72		

Task Frequency - County Size

Item Number	0 - 200,000 Population N = 139	200,000 - 400,000 Population N = 10	Over 400,000 Population N = 186		
56	1.98	2.29	2.06	—	—
57	1.71	2.25	1.76	—	—
58	1.88	2.57	1.94	—	—
59	1.29	2.00	1.38	—	—
60	1.55	2.29	1.64	—	—
61	1.30	1.67	1.45	—	—
62	1.27	1.71	1.35	—	—
63	1.25	1.86	1.38	—	—
64	2.08	3.14	2.08	—	—
65	2.14	3.14	2.24	—	—
66	2.35	2.86	2.32	—	—
67	2.29	3.00	2.32	—	—
68	1.76	2.14	1.63	—	—
69	2.35	3.00	2.43	—	—
70	1.88	1.67	2.19	—	—
71	2.15	2.17	2.73	—	—
72	2.33	2.33	2.85	—	—
73	1.57	2.00	1.73	—	—
74	1.52	2.33	1.71	—	—
75	1.53	2.00	1.62	—	—
76	1.91	2.67	2.40	—	—
77	1.52	2.00	1.57	—	—
78	1.45	1.83	1.61	—	—
79	1.41	1.83	1.48	—	—
80	1.81	2.17	2.44	—	—
81	1.97	1.83	2.23	—	—
82	1.57	1.83	1.46	—	—
83	2.14	2.00	2.18	—	—
84	2.67	2.67	2.72	—	—
85	2.56	3.11	2.31	—	—
86	1.58	1.78	1.50	—	—
87	1.86	2.13	2.26	—	—
88	1.37	1.67	1.36	—	—
89	1.75	1.57	1.91	—	—
90	1.90	2.83	1.91	—	—
91	1.42	1.67	1.39	—	—
92	1.89	2.00	1.94	—	—
93	2.41	2.71	2.44	—	—
94	2.36	3.00	2.08	—	—
95	1.38	1.43	1.45	—	—
96	1.78	2.14	2.13	—	—
97	2.16	2.00	2.73	—	—
98	1.75	2.00	2.26	—	—
99	2.24	2.86	2.58	—	—
100	2.32	2.57	2.69	—	—
101	2.01	2.14	2.39	—	—
102	2.04	2.29	2.20	—	—
103	2.04	2.57	2.14	—	—
104	2.03	2.00	2.47	—	—
105	1.89	1.71	2.09	—	—
106	1.87	2.50	2.00	—	—
107	1.93	2.71	2.32	—	—
108	1.76	2.57	2.04	—	—
109	1.87	2.14	2.22	—	—
110	1.67	2.14	2.11	—	—

Task Frequency - County Size

Item Number	0 - 200,000 Population N = 139	200,001 - 400,000 Population N = 10	Over 400,000 Population N = 186		
111	1.57	2.00	1.80	—	—
112	2.26	2.25	2.24	—	—
113	2.59	2.75	2.68	—	—
114	2.26	2.50	2.17	—	—
115	2.41	2.63	2.67	—	—
116	2.17	2.38	2.20	—	—
117	1.94	2.00	1.98	—	—
118	2.29	2.14	2.15	—	—
119	2.80	2.13	2.25	—	—
120	1.75	2.00	1.97	—	—
121	1.77	1.88	2.07	—	—
122	1.51	1.88	1.71	—	—
123	1.35	1.50	1.62	—	—
124	—	—	—	—	—
125	—	—	—	—	—

Task Importance - County Size

Appendix H

Item Number	0 - 200,000 Population N = 139	200,001 - 400,000 Population N = 10	Over 400,000 Population N = 186		
1	2.83	2.75	3.15		
2	2.54	2.75	2.95		
3	2.88	2.50	3.05		
4	2.85	2.25	2.94		
5	3.18	2.67	2.97		
6	3.07	3.00	3.12		
7	2.89	2.89	2.90		
8	2.47	2.78	2.55		
9	2.28	2.38	2.38		
10	2.71	2.11	2.83		
11	2.67	2.88	2.66		
12	2.03	1.57	2.11		
13	2.51	2.29	2.48		
14	2.89	2.71	2.85		
15	2.58	2.86	2.50		
16	2.85	3.14	2.94		
17	2.80	3.00	2.67		
18	2.51	2.71	2.93		
19	2.75	2.86	2.97		
20	2.51	2.86	2.70		
21	2.87	3.14	2.84		
22	2.92	3.14	2.87		
23	2.75	3.14	2.65		
24	2.55	3.00	2.69		
25	2.07	2.50	2.23		
26	2.01	2.50	2.31		
27	2.11	2.71	2.44		
28	2.35	2.83	2.64		
29	2.02	2.00	2.31		
30	2.53	2.57	2.65		
31	2.75	2.57	3.03		
32	2.44	2.86	2.63		
33	2.20	2.71	2.54		
34	2.26	2.50	2.69		
35	2.77	2.86	2.63		
36	3.36	3.14	3.08		
37	3.13	3.00	3.01		
38	3.25	2.86	2.97		
39	3.02	2.43	2.55		
40	2.14	1.86	2.18		
41	2.44	2.86	2.41		
42	2.30	2.86	2.93		
43	2.59	2.83	2.81		
44	3.00	3.17	3.16		
45	2.87	3.17	2.79		
46	2.70	2.83	2.73		
47	2.86	2.67	2.74		
48	3.09	2.67	2.95		
49	2.29	2.17	2.53		
50	2.14	1.67	2.50		
51	2.07	1.83	2.20		
52	2.00	2.00	2.33		
53	2.01	1.80	2.21		
54	2.29	2.67	2.59		
55	2.92	3.17	3.00		

Task Importance - County Size

Item Number	0 - 200,000 Population N = 139	200,001 - 400,000 Population N = 10	Over 400,000 Population N = 186		
56	2.48	2.83	2.64	_____	_____
57	2.19	2.14	2.54	_____	_____
58	2.36	3.17	2.37	_____	_____
59	1.89	2.17	2.38	_____	_____
60	2.19	3.00	2.54	_____	_____
61	1.99	2.00	2.40	_____	_____
62	1.92	2.33	2.35	_____	_____
63	1.93	2.33	2.33	_____	_____
64	2.60	3.00	2.66	_____	_____
65	2.64	3.00	2.80	_____	_____
66	2.70	2.67	2.72	_____	_____
67	2.74	3.17	2.71	_____	_____
68	2.34	3.00	2.37	_____	_____
69	2.83	3.17	2.71	_____	_____
70	2.58	2.00	2.74	_____	_____
71	2.77	2.50	3.22	_____	_____
72	2.96	2.50	3.23	_____	_____
73	2.16	2.00	2.33	_____	_____
74	2.17	2.50	2.25	_____	_____
75	2.25	2.17	2.40	_____	_____
76	2.60	2.83	2.87	_____	_____
77	2.24	2.33	2.37	_____	_____
78	2.15	2.33	2.43	_____	_____
79	2.14	2.00	2.36	_____	_____
80	2.53	2.67	2.95	_____	_____
81	2.51	2.17	2.88	_____	_____
82	2.08	2.17	2.29	_____	_____
83	2.75	3.00	2.73	_____	_____
84	3.04	3.25	3.14	_____	_____
85	3.00	3.13	2.74	_____	_____
86	2.10	2.25	2.20	_____	_____
87	2.42	3.00	2.75	_____	_____
88	2.05	2.25	2.23	_____	_____
89	2.30	2.00	2.56	_____	_____
90	2.36	3.00	2.57	_____	_____
91	1.97	2.00	2.28	_____	_____
92	2.42	2.67	2.51	_____	_____
93	2.87	3.33	2.82	_____	_____
94	2.83	3.33	2.47	_____	_____
95	1.92	1.67	2.18	_____	_____
96	2.44	2.83	2.90	_____	_____
97	2.70	2.50	3.19	_____	_____
98	2.38	2.83	2.91	_____	_____
99	2.69	3.83	2.98	_____	_____
100	2.73	3.33	3.10	_____	_____
101	2.62	3.00	2.88	_____	_____
102	2.61	2.83	2.75	_____	_____
103	2.60	3.17	2.72	_____	_____
104	2.65	2.33	3.07	_____	_____
105	2.30	2.17	2.70	_____	_____
106	2.35	2.60	2.54	_____	_____
107	2.28	2.83	2.65	_____	_____
108	2.43	2.83	2.62	_____	_____
109	2.52	2.33	2.60	_____	_____
110	2.29	3.00	2.87	_____	_____

Task Importance - County Size.

Item Number	0 - 200,000 Population N = 139	200,001 - 400,000 Population N = 10	Over 400,000 Population N = 186		
<u>111</u>	<u>2.38</u>	<u>2.83</u>	<u>2.94</u>	_____	_____
<u>112</u>	<u>2.87</u>	<u>2.43</u>	<u>2.84</u>	_____	_____
<u>113</u>	<u>3.06</u>	<u>2.86</u>	<u>3.10</u>	_____	_____
<u>114</u>	<u>2.72</u>	<u>2.57</u>	<u>2.65</u>	_____	_____
<u>115</u>	<u>2.92</u>	<u>2.43</u>	<u>3.03</u>	_____	_____
<u>116</u>	<u>2.78</u>	<u>2.00</u>	<u>2.84</u>	_____	_____
<u>117</u>	<u>2.49</u>	<u>2.00</u>	<u>2.90</u>	_____	_____
<u>118</u>	<u>2.78</u>	<u>2.16</u>	<u>2.91</u>	_____	_____
<u>119</u>	<u>2.75</u>	<u>1.86</u>	<u>2.76</u>	_____	_____
<u>120</u>	<u>2.42</u>	<u>2.14</u>	<u>2.75</u>	_____	_____
<u>121</u>	<u>2.47</u>	<u>1.71</u>	<u>2.71</u>	_____	_____
<u>122</u>	<u>2.25</u>	<u>2.00</u>	<u>2.57</u>	_____	_____
<u>123</u>	<u>2.18</u>	<u>2.17</u>	<u>2.63</u>	_____	_____
<u>124</u>	_____	_____	_____	_____	_____
<u>125</u>	_____	_____	_____	_____	_____

Task Frequency - Professionals in Office

Item Number	One N = 83	2-5 N = 164	6-10 N = 36	Over 10 N = 33	
1	2.30	2.59	2.69	2.79	
2	1.96	2.18	2.33	2.36	
3	2.17	2.30	2.50	2.61	
4	2.51	2.73	2.89	3.06	
5	2.80	2.74	2.75	2.64	
6	2.48	2.59	2.42	2.48	
7	2.49	2.59	2.42	2.39	
8	2.06	2.39	2.53	2.70	
9	2.09	1.98	1.78	2.03	
10	2.48	2.60	2.71	2.81	
11	2.41	2.65	3.06	2.32	
12	1.69	1.68	1.63	1.45	
13	1.95	2.21	2.63	1.97	
14	2.63	2.85	2.74	2.39	
15	2.07	2.10	1.83	1.85	
16	2.31	2.58	2.40	2.63	
17	2.16	2.07	2.12	2.38	
18	2.30	2.63	2.32	2.65	
19	2.43	2.77	2.68	2.73	
20	2.36	2.43	2.28	2.23	
21	2.21	2.30	2.24	2.65	
22	2.27	2.27	2.24	2.54	
23	2.09	2.07	1.96	2.04	
24	2.05	2.25	2.12	2.19	
25	1.80	1.80	2.00	1.81	
26	1.63	1.45	1.36	1.08	
27	1.86	1.80	1.67	1.44	
28	2.04	1.96	1.88	1.89	
29	1.75	1.72	1.54	1.37	
30	1.91	1.91	1.79	1.75	
31	2.48	2.58	2.75	2.58	
32	1.96	1.95	1.58	1.96	
33	1.77	1.63	1.52	1.76	
34	1.85	1.76	1.54	1.75	
35	2.00	1.95	1.79	2.00	
36	2.81	2.82	2.80	2.76	
37	2.45	2.80	2.48	2.52	
38	2.72	2.98	2.60	2.88	
39	2.65	2.55	1.48	2.32	
40	1.55	1.54	1.16	1.16	
41	2.02	1.86	1.56	1.96	
42	2.84	2.68	2.16	2.64	
43	2.04	2.17	1.65	1.96	
44	2.67	2.83	2.67	2.92	
45	2.57	2.72	2.38	2.40	
46	2.67	2.50	2.25	2.54	
47	2.24	2.48	2.50	2.54	
48	2.72	2.97	2.08	2.22	
49	2.17	2.21	1.45	1.61	
50	1.83	1.92	1.36	1.57	
51	1.52	1.42	1.09	1.22	
52	1.50	1.64	1.26	1.36	
53	1.33	1.44	1.17	1.05	
54	1.87	1.80	1.62	1.83	
55	2.52	2.68	2.38	2.83	

Task Frequency - Professionals in Office

Item Number	One N = 83	2-5 N = 164	6-10 N = 36	Over 10 N = 33	
56	2.26	2.11	1.75	1.70	=====
57	1.85	1.82	1.55	1.64	=====
58	2.16	1.99	1.62	1.64	=====
59	1.46	1.38	1.35	1.18	=====
60	1.81	1.67	1.45	1.27	=====
61	1.50	1.42	1.40	1.14	=====
62	1.45	1.39	1.10	1.09	=====
63	1.49	1.39	1.15	1.05	=====
64	2.07	2.23	1.75	2.32	=====
65	2.26	2.28	1.95	2.41	=====
66	2.33	2.41	2.05	2.64	=====
67	2.31	2.36	1.90	2.82	=====
68	1.74	1.72	1.52	1.77	=====
69	2.60	2.45	2.00	2.48	=====
70	1.88	2.15	1.80	2.14	=====
71	2.28	2.49	2.52	2.62	=====
72	2.52	2.67	2.56	2.62	=====
73	1.58	1.73	1.48	1.74	=====
74	1.46	1.63	1.56	1.90	=====
75	1.49	1.64	1.48	1.65	=====
76	2.04	2.26	2.04	2.48	=====
77	1.55	1.50	1.60	1.71	=====
78	1.47	1.49	1.56	1.67	=====
79	1.40	1.48	1.35	1.37	=====
80	1.94	2.24	2.00	2.33	=====
81	2.00	2.07	2.04	2.52	=====
82	1.55	1.50	1.28	1.57	=====
83	2.02	2.28	2.13	1.86	=====
84	2.57	2.85	2.65	2.33	=====
85	2.45	2.64	2.26	1.71	=====
86	1.66	1.61	1.26	1.29	=====
87	2.07	2.15	2.17	2.00	=====
88	1.49	1.40	1.22	1.20	=====
89	1.74	1.98	1.68	1.59	=====
90	2.00	2.11	1.64	1.41	=====
91	1.47	1.48	1.23	1.22	=====
92	1.73	2.06	1.80	1.67	=====
93	2.36	2.52	2.40	2.29	=====
94	2.23	2.40	1.85	1.76	=====
95	1.47	1.52	1.20	1.14	=====
96	1.78	2.12	2.00	1.83	=====
97	2.29	2.59	2.58	2.43	=====
98	2.04	2.09	2.11	2.09	=====
99	2.40	2.58	2.30	2.26	=====
100	2.40	2.65	2.52	2.39	=====
101	2.13	2.35	2.11	2.26	=====
102	2.16	2.26	1.96	2.00	=====
103	2.07	2.22	1.96	2.00	=====
104	2.20	2.36	2.23	2.26	=====
105	1.91	2.10	1.85	1.95	=====
106	2.02	2.00	1.88	1.91	=====
107	2.04	2.33	2.00	2.09	=====
108	1.80	2.13	1.81	1.70	=====
109	1.78	2.25	1.92	2.08	=====
110	1.84	1.98	2.07	1.96	=====

Task Frequency - Professionals in Office

Item Number	One N = 83	2-5 N = 164	6-10 N = 36	Over 10 N = 33	
<u>111</u>	<u>1.68</u>	<u>1.84</u>	<u>1.63</u>	<u>1.43</u>	_____
<u>112</u>	<u>2.14</u>	<u>2.38</u>	<u>2.06</u>	<u>2.00</u>	_____
<u>113</u>	<u>2.54</u>	<u>2.75</u>	<u>2.50</u>	<u>2.70</u>	_____
<u>114</u>	<u>2.31</u>	<u>2.19</u>	<u>2.17</u>	<u>2.20</u>	_____
<u>115</u>	<u>2.45</u>	<u>2.72</u>	<u>2.39</u>	<u>2.45</u>	_____
<u>116</u>	<u>2.17</u>	<u>2.29</u>	<u>2.17</u>	<u>1.95</u>	_____
<u>117</u>	<u>1.96</u>	<u>2.04</u>	<u>1.78</u>	<u>1.85</u>	_____
<u>118</u>	<u>2.15</u>	<u>2.24</u>	<u>2.22</u>	<u>2.20</u>	_____
<u>119</u>	<u>2.22</u>	<u>2.30</u>	<u>2.39</u>	<u>2.15</u>	_____
<u>120</u>	<u>1.93</u>	<u>1.89</u>	<u>1.83</u>	<u>1.95</u>	_____
<u>121</u>	<u>2.02</u>	<u>1.96</u>	<u>2.06</u>	<u>1.85</u>	_____
<u>122</u>	<u>1.62</u>	<u>1.66</u>	<u>1.56</u>	<u>1.75</u>	_____
<u>123</u>	<u>1.50</u>	<u>1.54</u>	<u>1.44</u>	<u>1.55</u>	_____
<u>124</u>	<u>2.00</u>	<u>1.25</u>	_____	_____	_____
<u>125</u>		<u>2.00</u>			_____

Task Importance - Professionals in Office

Item Number	One N = 83	2-5 N = 166	6-10 N = 36	Over 10 N = 33	
1	3.09	3.04	3.06	2.94	=====
2	2.73	2.83	2.97	2.78	=====
3	2.95	2.93	3.17	3.09	=====
4	2.85	2.89	2.75	3.13	=====
5	3.19	2.98	3.09	3.00	=====
6	3.15	3.11	3.00	3.06	=====
7	2.94	2.95	2.74	2.82	=====
8	2.39	2.51	2.59	2.76	=====
9	2.59	2.24	2.24	2.34	=====
10	2.75	2.72	2.82	2.97	=====
11	2.62	2.72	2.72	2.73	=====
12	2.15	2.05	2.16	2.03	=====
13	2.30	2.48	2.84	2.53	=====
14	2.71	2.96	2.97	2.80	=====
15	2.46	2.67	2.50	2.30	=====
16	2.74	3.06	2.90	2.78	=====
17	2.77	2.71	2.87	2.85	=====
18	2.60	2.87	2.65	2.88	=====
19	2.75	2.94	2.96	2.92	=====
20	2.68	2.70	2.48	2.58	=====
21	2.74	2.88	3.04	3.08	=====
22	2.91	2.89	3.00	3.04	=====
23	2.79	2.75	2.43	2.73	=====
24	2.63	2.65	2.83	2.72	=====
25	2.27	2.22	1.96	2.12	=====
26	2.27	2.24	2.09	2.08	=====
27	2.38	2.42	2.30	1.96	=====
28	2.77	2.55	2.45	2.38	=====
29	2.31	2.27	2.14	1.84	=====
30	2.56	2.66	2.17	2.48	=====
31	2.80	3.01	3.00	2.88	=====
32	2.54	2.63	2.48	2.50	=====
33	2.53	2.43	2.27	2.42	=====
34	2.41	2.61	2.45	2.50	=====
35	2.55	2.72	2.73	2.83	=====
36	3.17	3.19	3.50	3.08	=====
37	2.85	3.15	3.21	2.88	=====
38	2.98	3.16	3.25	2.92	=====
39	2.86	2.78	2.75	2.40	=====
40	2.40	2.13	1.77	2.25	=====
41	2.74	2.43	2.13	2.24	=====
42	3.16	3.13	2.91	2.92	=====
43	2.58	2.83	2.58	2.79	=====
44	2.82	3.18	3.29	3.21	=====
45	2.72	2.92	2.80	2.79	=====
46	2.74	2.75	2.80	2.55	=====
47	2.48	2.86	3.09	2.83	=====
48	2.82	3.23	2.70	2.73	=====
49	2.44	2.63	1.89	2.00	=====
50	2.22	2.49	2.11	2.14	=====
51	2.20	2.23	1.95	1.77	=====
52	2.12	2.30	2.05	1.95	=====
53	2.24	2.15	2.11	1.81	=====
54	2.37	2.50	2.35	2.77	=====
55	2.91	3.07	2.94	2.91	=====

Task Importance - Professionals in Office

Item Number	One N = 83	2-5 N = 186	6-10 N = 36	Over 10 N = 33	
56	2.59	2.68	2.65	2.23	_____
57	2.29	2.36	2.50	2.76	_____
58	2.48	2.42	2.41	2.23	_____
59	2.16	2.20	2.25	2.19	_____
60	2.55	2.42	2.38	2.24	_____
61	2.32	2.20	2.25	2.19	_____
62	2.20	2.23	2.00	2.10	_____
63	2.45	2.15	1.94	2.05	_____
64	2.60	2.70	2.47	2.76	_____
65	2.65	2.80	2.5	2.62	_____
66	2.69	2.72	2.89	2.71	_____
67	2.73	2.76	2.58	2.86	_____
68	2.55	2.35	2.33	2.38	_____
69	2.80	2.86	2.41	2.74	_____
70	2.30	2.79	2.42	2.95	_____
71	2.70	3.07	3.00	3.26	_____
72	2.80	3.25	2.92	3.05	_____
73	2.11	2.41	2.10	1.89	_____
74	2.02	2.35	1.91	2.19	_____
75	2.07	2.56	2.17	1.94	_____
76	2.41	2.92	2.52	2.95	_____
77	2.07	2.44	2.24	2.26	_____
78	2.05	2.42	2.20	2.37	_____
79	2.11	2.47	1.95	1.82	_____
80	2.45	2.86	2.70	3.00	_____
81	2.39	2.77	2.65	3.11	_____
82	2.14	2.31	1.90	2.05	_____
83	2.40	2.88	2.75	2.74	_____
84	2.74	3.24	3.25	3.11	_____
85	2.58	3.02	2.90	2.53	_____
86	2.02	2.32	1.58	2.21	_____
87	2.49	2.71	2.67	2.63	_____
88	2.05	2.39	1.70	1.61	_____
89	2.12	2.58	2.32	2.80	_____
90	2.35	2.66	2.42	2.28	_____
91	1.95	2.27	2.11	2.19	_____
92	2.08	2.69	2.53	2.20	_____
93	2.63	3.03	2.88	2.60	_____
94	2.45	2.87	2.67	2.00	_____
95	1.98	2.16	2.07	1.84	_____
96	2.46	2.82	2.90	2.75	_____
97	2.73	3.07	3.24	3.00	_____
98	2.62	2.76	3.14	2.52	_____
99	2.85	2.98	3.05	2.67	_____
100	2.80	3.02	3.18	2.95	_____
101	2.63	2.90	2.70	2.95	_____
102	2.67	2.77	2.61	2.75	_____
103	2.58	2.78	2.74	2.55	_____
104	2.80	2.93	3.04	3.00	_____
105	2.43	2.56	2.87	2.45	_____
106	2.38	2.50	2.59	2.50	_____
107	2.35	2.59	2.71	2.50	_____
108	2.50	2.64	2.52	2.45	_____
109	2.38	2.60	2.64	2.55	_____
110	2.46	2.65	3.04	2.86	_____

Task Importance - Professionals in Office

Item Number	One N = 83	2-5 N = 186	6-10 N = 36	Over 10 N = 33	
<u>111</u>	<u>2.57</u>	<u>2.87</u>	<u>2.68</u>	<u>2.62</u>	_____
<u>112</u>	<u>2.67</u>	<u>2.97</u>	<u>2.71</u>	<u>2.67</u>	_____
<u>113</u>	<u>2.98</u>	<u>3.10</u>	<u>3.13</u>	<u>3.33</u>	_____
<u>114</u>	<u>2.74</u>	<u>2.65</u>	<u>2.81</u>	<u>2.56</u>	_____
<u>115</u>	<u>3.07</u>	<u>2.93</u>	<u>2.88</u>	<u>3.22</u>	_____
<u>116</u>	<u>2.95</u>	<u>2.72</u>	<u>2.81</u>	<u>3.00</u>	_____
<u>117</u>	<u>2.88</u>	<u>2.69</u>	<u>2.38</u>	<u>3.06</u>	_____
<u>118</u>	<u>2.91</u>	<u>2.79</u>	<u>2.94</u>	<u>3.06</u>	_____
<u>119</u>	<u>2.83</u>	<u>2.63</u>	<u>2.88</u>	<u>3.00</u>	_____
<u>120</u>	<u>2.68</u>	<u>2.61</u>	<u>2.50</u>	<u>2.72</u>	_____
<u>121</u>	<u>2.68</u>	<u>2.57</u>	<u>2.75</u>	<u>2.65</u>	_____
<u>122</u>	<u>2.53</u>	<u>2.48</u>	<u>2.06</u>	<u>2.61</u>	_____
<u>123</u>	<u>2.53</u>	<u>2.54</u>	<u>2.00</u>	<u>2.50</u>	_____
<u>124</u>	_____	_____	_____	_____	_____
<u>125</u>	_____	_____	_____	_____	_____

Appendix K

Task Frequency - Legal Assistant in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
1	2.63	2.45	2.34	2.75	2.80
2	2.24	2.00	1.93	2.75	2.80
3	2.30	2.22	2.30	2.63	2.73
4	2.58	2.84	2.76	3.38	3.07
5	2.76	2.69	2.83	3.25	2.60
6	2.50	2.44	2.55	3.00	2.80
7	2.46	2.58	2.48	2.86	2.47
8	2.31	2.39	2.35	2.71	2.73
9	1.94	1.99	2.11	2.14	2.13
10	2.42	2.74	2.85	2.43	3.00
11	2.80	2.51	2.35	2.88	2.15
12	1.84	1.50	1.43	1.88	1.15
13	2.35	2.06	1.98	2.13	1.77
14	2.93	2.76	2.54	2.38	1.92
15	2.12	1.94	1.97	2.20	1.78
16	2.54	2.47	2.29	2.80	2.78
17	2.11	2.07	2.05	2.40	3.00
18	2.60	2.39	2.29	2.80	3.25
19	2.67	2.73	2.47	2.80	3.25
20	2.50	2.41	1.92	2.80	2.25
21	2.34	2.22	2.13	3.00	3.13
22	2.26	2.27	2.34	2.60	2.75
23	2.07	2.07	2.05	2.40	1.75
24	2.14	2.23	2.18	2.40	2.38
25	1.96	1.74	2.61	1.80	1.75
26	1.61	1.31	1.21	1.20	1.25
27	1.81	1.77	1.71	1.60	1.22
28	1.98	1.97	1.83	2.20	2.00
29	1.80	1.61	1.51	1.40	1.22
30	1.92	1.83	1.86	1.83	1.50
31	2.54	2.56	2.62	3.00	2.13
32	1.87	1.93	1.83	2.33	2.44
33	1.62	1.63	1.63	2.17	2.11
34	1.68	1.77	1.75	2.17	2.25
35	1.90	1.93	2.11	2.50	1.67
36	2.74	2.83	2.89	3.33	2.56
37	2.56	2.79	2.49	3.33	2.89
38	2.79	2.99	2.68	3.50	3.11
39	2.47	2.73	2.32	3.00	2.33
40	1.47	1.58	1.22	1.50	1.11
41	1.86	1.93	1.62	1.83	2.33
42	2.66	2.68	2.56	3.00	2.44
43	2.04	2.17	1.95	1.67	2.10
44	2.71	2.82	2.69	4.00	3.10
45	2.69	2.67	2.38	4.00	1.80
46	2.68	2.33	2.16	4.00	2.89
47	2.40	2.45	2.23	3.00	3.33
48	2.90	2.84	2.32	3.00	1.56
49	2.24	2.13	1.56	1.67	1.00
50	1.90	1.94	1.37	1.67	1.22
51	1.49	1.38	1.18	1.00	1.00
52	1.60	1.64	1.31	1.00	1.22
53	1.38	1.37	1.29	1.00	1.00
4	1.78	1.79	1.74	2.33	1.67
5	2.59	2.54	2.58	4.00	2.78

Task Frequency - Legal Assistant in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
56	2.21	2.06	1.71	3.00	1.22
57	1.78	1.81	1.71	1.33	1.75
58	2.08	1.91	1.68	3.00	1.38
59	1.37	1.46	1.30	1.25	1.00
60	1.71	1.60	1.42	2.00	1.50
61	1.34	1.42	1.28	1.75	1.00
62	1.41	1.32	1.18	1.50	1.00
63	1.35	1.42	1.30	1.00	1.00
64	2.14	2.00	2.03	3.75	2.63
65	2.23	2.29	2.06	3.50	2.38
66	2.43	2.29	2.16	3.25	2.63
67	2.40	2.23	2.12	3.25	2.88
68	1.68	1.60	1.88	2.25	1.88
69	2.51	2.29	2.32	3.25	2.50
70	2.12	2.00	1.83	1.00	2.00
71	2.65	2.26	2.10	2.00	2.55
72	2.73	2.54	2.52	2.00	2.18
73	1.73	1.59	1.52	1.50	1.22
74	1.71	1.46	1.48	1.00	1.82
75	1.60	1.57	1.52	1.00	1.40
76	2.22	2.22	1.86	2.00	2.45
77	1.61	1.45	1.48	1.00	1.45
78	1.58	1.44	1.41	1.00	1.64
79	1.47	1.41	1.45	1.00	1.22
80	2.24	2.09	1.79	2.50	2.27
81	2.21	1.91	1.93	1.50	2.36
82	1.56	1.41	1.52	1.00	1.45
83	2.15	2.27	2.18	2.40	1.25
84	2.77	2.75	2.53	3.20	2.00
85	2.51	2.46	2.35	3.20	1.75
86	1.60	1.63	1.38	1.00	1.00
87	2.15	2.24	1.74	2.80	1.63
88	1.45	1.43	1.18	1.00	1.00
89	1.92	1.88	1.68	1.67	1.11
90	2.21	1.81	1.67	1.67	1.33
91	1.51	1.44	1.20	1.00	1.11
92	1.96	1.93	1.86	2.25	1.25
93	2.53	2.43	2.29	2.00	2.25
94	2.39	2.17	2.09	1.75	1.75
95	1.46	1.50	1.34	1.00	1.00
96	1.91	2.07	2.24	1.50	1.56
97	2.48	2.50	2.56	2.50	2.22
98	2.03	2.11	2.18	1.75	1.89
99	2.45	2.47	2.53	2.50	2.22
100	2.46	2.60	2.75	1.75	2.44
101	2.28	2.22	2.22	2.00	2.33
102	2.16	2.14	2.22	1.50	2.33
103	2.18	2.04	2.11	1.75	2.33
104	2.23	2.33	2.31	2.00	2.67
105	2.04	2.03	1.86	1.50	2.11
106	2.08	1.87	1.85	1.50	2.22
107	2.28	2.14	2.06	1.25	2.44
108	2.02	1.95	1.86	1.75	1.67
109	2.14	2.05	1.91	2.25	1.89
110	2.08	1.95	1.61	1.75	1.78

Task Frequency - Legal Assistant in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
111	1.77	1.76	1.53	2.25	1.33
112	2.21	2.38	2.20	2.67	1.75
113	2.64	2.85	2.30	3.00	1.63
114	2.20	2.37	2.00	2.33	1.88
115	2.61	2.68	2.14	3.33	2.88
116	2.21	2.27	1.97	3.00	2.13
117	1.99	2.00	1.76	2.67	1.75
118	2.20	2.29	1.93	3.00	2.25
119	2.32	2.25	2.00	3.00	2.25
120	1.86	1.97	1.83	2.00	1.63
121	1.98	2.02	1.79	2.00	1.88
122	1.61	1.76	1.52	1.67	1.75
123	1.48	1.62	1.41	1.67	1.50
124	1.50	1.67	1.00	—	—
125	2.00	—	—	—	—

Appendix L

Task Importance - Legal Assistants in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
1	3.06	3.00	2.98	3.43	3.07
2	2.79	2.78	2.79	3.29	3.07
3	2.96	2.83	3.07	3.14	3.33
4	2.68	3.05	3.12	3.71	2.80
5	3.01	3.02	3.14	3.00	2.87
6	3.15	3.10	3.93	3.13	3.00
7	2.84	2.08	2.86	2.71	2.87
8	2.48	2.44	2.62	2.86	2.93
9	2.50	2.05	2.31	3.00	2.27
10	2.69	2.83	2.84	2.83	3.07
11	2.75	2.64	2.71	2.63	2.62
12	2.23	1.99	1.95	1.88	1.69
13	2.58	2.42	2.44	2.38	2.31
14	2.86	2.96	3.00	2.75	2.54
15	2.68	2.51	2.35	2.60	2.00
16	2.99	3.00	2.74	2.60	2.56
17	2.84	2.59	2.67	3.00	3.00
18	2.74	2.88	2.65	2.60	3.25
19	2.76	3.09	2.95	2.60	3.00
20	2.63	2.75	2.47	2.60	2.88
21	2.90	2.86	2.65	3.20	3.50
22	2.92	2.91	2.83	2.60	3.38
23	2.83	2.58	2.50	2.60	3.25
24	2.74	2.61	2.43	2.75	3.13
25	2.46	1.95	1.78	1.75	2.25
26	2.46	1.91	1.91	2.00	2.50
27	2.52	2.23	2.26	1.50	1.67
28	2.76	2.42	2.31	2.60	2.44
29	2.49	2.06	1.90	1.75	1.67
30	2.74	2.51	2.47	2.60	2.50
31	2.94	3.05	2.77	3.17	2.63
32	2.72	2.31	2.50	2.60	2.89
33	2.59	2.17	2.21	2.80	2.89
34	2.62	2.41	2.32	2.60	3.00
35	2.62	2.66	2.91	3.00	2.50
36	3.15	3.24	3.24	3.33	3.11
37	3.00	3.08	3.03	3.33	3.44
38	3.01	3.25	3.00	3.33	3.11
39	2.82	2.75	2.54	2.67	2.56
40	2.38	1.90	1.91	1.40	2.56
41	2.55	2.43	2.14	2.33	2.44
42	3.17	3.04	2.94	2.50	3.11
43	2.72	2.96	2.39	2.33	2.90
44	2.99	3.26	3.06	4.00	3.30
45	2.89	2.86	2.69	4.00	2.40
46	2.85	2.78	2.25	3.33	2.89
47	2.89	2.78	2.41	3.67	3.11
48	3.15	3.12	2.71	2.00	2.33
49	2.70	2.57	1.74	1.67	1.44
50	2.58	2.33	1.77	2.00	1.78
51	2.53	1.90	1.52	1.00	1.44
52	2.47	2.14	1.73	1.00	1.67
53	2.44	1.93	1.72	1.33	1.44
54	2.50	2.51	2.33	3.67	2.22
55	2.94	3.13	2.94	3.67	2.78

Task Importance - Legal Assistants in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
56	2.69	2.64	2.30	2.67	2.22
57	2.47	2.18	2.33	2.00	3.00
58	2.48	2.30	2.32	2.00	2.38
59	2.35	2.02	1.87	2.25	2.38
60	2.62	2.09	2.21	3.00	2.63
61	2.48	1.91	1.93	2.25	2.25
62	2.40	1.91	1.93	2.25	2.25
63	2.34	2.14	1.90	2.25	1.63
64	2.61	2.61	2.69	3.75	2.75
65	2.67	2.85	2.74	3.75	2.88
66	2.67	2.81	2.70	3.25	2.75
67	2.75	2.74	2.45	3.25	3.25
68	2.48	2.21	2.37	2.50	2.38
69	2.85	2.80	2.45	2.25	3.00
70	2.69	2.64	2.35	1.00	2.82
71	3.08	2.96	2.62	2.50	3.18
72	3.20	3.15	2.70	2.50	2.64
73	2.41	2.21	1.78	1.50	1.67
74	2.41	2.05	1.81	1.00	2.09
75	2.43	2.31	2.12	1.00	1.71
76	2.79	2.84	2.30	2.50	3.00
77	2.43	2.30	2.04	1.00	1.78
78	2.44	2.34	1.89	1.00	2.11
79	2.40	2.27	2.11	1.00	1.29
80	2.89	2.61	2.44	2.50	2.89
81	2.72	2.71	2.44	2.50	3.00
82	2.24	2.14	2.21	1.00	2.11
83	2.66	2.88	2.94	2.40	2.00
84	3.04	3.16	3.19	3.20	3.17
85	2.85	2.84	2.88	3.00	2.67
86	2.29	2.11	2.06	1.20	1.67
87	2.64	2.85	2.31	2.60	2.50
88	2.39	2.16	1.90	1.00	1.00
89	2.54	2.37	2.36	1.67	2.29
90	2.74	2.28	2.41	1.67	2.14
91	2.38	1.95	1.96	1.00	1.86
92	2.41	2.64	2.61	2.25	1.71
93	2.87	2.96	2.87	2.00	2.57
94	2.74	2.68	2.63	1.75	1.86
95	2.24	2.04	1.86	1.00	1.29
96	2.76	2.72	2.90	1.75	2.14
97	2.99	3.05	2.97	2.75	2.86
98	2.76	2.68	2.81	2.50	2.50
99	2.96	2.88	2.94	2.25	2.75
100	2.94	3.07	3.00	2.25	3.00
101	2.95	2.75	2.56	2.25	3.00
102	2.81	2.65	2.56	2.25	3.00
103	2.77	2.64	2.59	2.25	2.88
104	2.94	2.85	2.88	2.50	3.38
105	2.68	2.45	2.38	2.00	2.50
106	2.64	2.37	2.27	1.75	2.63
107	2.53	2.61	2.48	1.25	2.88
108	2.72	2.47	2.32	2.25	2.43
9	2.59	2.51	2.45	1.00	2.50
0	2.77	2.75	2.35	2.00	2.75

Task Importance - Legal Assistants in Office

Item Number	None N = 161	One N = 89	2-3 N = 47	4-5 N = 8	Over 5 N = 15
111	2.82	2.77	2.48	2.75	2.63
112	2.73	3.13	2.67	3.67	2.14
113	3.06	3.22	2.69	4.00	3.29
114	2.64	2.87	2.42	3.00	2.14
115	2.98	3.00	2.62	3.67	3.57
116	2.82	2.78	2.54	3.67	3.14
117	2.79	2.75	2.35	3.67	2.71
118	2.85	2.93	2.54	3.67	2.86
119	2.69	2.73	2.62	3.67	3.14
120	2.70	2.62	2.40	2.00	2.57
121	2.65	2.67	2.44	2.00	2.57
122	2.56	2.49	2.04	2.00	2.57
123	2.69	2.44	1.96	2.33	2.14
124	—	—	—	—	—
125	—	—	—	—	—